

THE PUBLIC RELATIONS JOURNAL

OF THE AMERICAN COUNCIL
ON PUBLIC RELATIONS

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Public Relations at the Local Level

By C. C. CARR

The Island of Atlantis: A True Story

By HARFORD FOWEL

VOLUME 2

NUMBER 2

F E B R U A R Y

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Errata

Two inexplicable errors were made by the printer in this issue:

One error is on page 13. The column captioned *The Measure of the Man* is a separate item. It should not have been carried as a continuation of the article by Harford Powel.

The other error is on page 39. The column captioned *The Public Must Be Told* is a separate item. It should not be a continuation of the article by Dorcas Campbell.

Ordinarily we would have the issue reprinted, even though that would delay mailing *The Journal* a week or ten days. Under the present critical labor and paper conditions, however, we are not taking this step, believing it better to explain the errors and mail the issue of *The Journal* on time as it stands.

VIRGIL L. RANKIN

Managing Editor

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THE
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Editorial

WE IN PUBLIC RELATIONS find ourselves in an "unholy mess" at the present moment.

Business and labor are at each other's throats. Government is trying to bring these forces in line. Veterans are clamoring for greater advantages. The banker, the lawyer, the doctor, the farmer, the little business man, the teacher—everybody is putting in his oar. The game of the hour, it seems, is to beat the other fellow to the draw; to use power methods to force advantages that we desire.

Right in the middle of all this are we—and expected to do the impossible: to be the personification of sweetness and light, to win and hold for our employers the friendship and good will of all segments of the public; to reconcile internal differences between our managements and employees; to be satisfactory fronts for our institutions and all the top figures in them. We are supposed to know all the tricks of our trade and apply them effectively; to be all things to all people.

What can and should we do professionally in this situation?

First and foremost, we can and should strive to be statesmen at the same time that we are good craftsmen. One of the most important functions of the public relations worker is to give

sound advice. We are expected to provide clear thinking and broad vision when problems and opportunities confront our managements. Thoughtfulness and wisdom on our part are presupposed. Nothing less than statesmanship meets these requirements.

Another thing we MUST do is to sell public relations effectively every hour of the day and night to all with whom we come in contact. We cannot afford to let well enough alone in this respect. We must be like the colored preacher who gave as the key to his success that he told his congregation what he was GOING to preach about, then what he WAS preaching about, and finally what he HAD preached about. We must keep constantly at the task of telling those we serve what public relations is, how valuable its services are to them, and the principles, techniques and tools we use in their behalf.

Finally we must prove through the high quality of our work and the force of our personalities that public relations activities add distinction and character to our organizations. We must try to win and hold the respect and confidence of everybody. That we think public relations work is the most fascinating, challenging and satisfying work in the world is not enough. We must make others—especially top management—feel the same way about it.

Public Relations at the Local Level

By C. C. CARR

Director of Public Relations, Aluminum Company of America, Pittsburgh

REGARDLESS of the scope of our operations, those of us who are practitioners of public relations must pay increasing attention to the importance of the job at the local level. The basic task needs to be done in the home communities in which we operate, whether our business is confined to one locality or is composed of a series of plants or sales offices in many different parts of the country. Obviously, if we conduct ourselves properly in each locality, the sum total of these local impressions will do much to establish our character nationally as a good business citizen.

Public relations is such a broad subject in scope, with so many and such varied techniques for its implementations, that I would scatter all over the lot if I did not confine myself to a particular theme. To introduce the broad phase of the subject, however, I shall inflict upon you, as I have upon others, my pet definition of public relations. It is simply good morals and good manners, the morals being the ethical conduct of one's business or profession, and the manners being the way in which this conduct is presented to customers, competitors and the general public.

In dealing with the various publics on either a national or local basis we have several specific groups. There is the employee public, our fellow workers who help us make the goods or services we sell; the customer public, the people who buy what we have to offer; the competitor public, those people whom we have to treat with fairness and intelligence if any of us are to survive; and the stockholder public, the owners of the business.

While these publics are important

and all of them need close attention, there is still another public which is even more important. It is known as the general public. This is the public that makes our laws, decides the rules and regulations under which we must operate, and is the owner and operator of all the political marionette shows. This is the public that decides, in the last analysis, whether we are to stay in business at all.

Many things have happened to this public during the past dozen years. A friend of mine pointed out the other day a curious thing which all of us must take into consideration. During these dozen or more years the American people have become both individual-conscious and class-conscious. There are plenty of laws on the statute books to prove it. We have social security and old age pensions aimed at the individual. We have had plenty of class legislation. The Wagner Act has done much to draw a sharp distinction between management and labor. We have the SEC regulations and other laws affecting financial groups. We have had numerous pieces of legislation affecting the farmers as a group, including the well known AAA. I'm not saying that these things were all bad and I'm certainly not endorsing them as all good. I'm simply illustrating the fact that individual- and class-consciousness is definitely with us.

To further augment this individual phase, I call your attention to a peculiar phenomenon of the war which has just ended. During World War I we heard a great deal about companies, battalions and regiments. The "outfit" each man was with received much prominence. During the late war we heard less of

this and much more about GI Joe. We have the GI Bill of Rights which is for the individual. The most popular and beloved columnist of the war was Ernie Pyle, who wrote about the individual serviceman.

With this back-drop on public relations as it affects the national scene, I would like to discuss a specific subject—Public Relations at the Local Level. I can very well take my text from the current issue of a publication with which most of you are familiar—*Trusts and Estates*. The October issue contains a hard-hitting article by Allen Crawford, vice-president of the Bankers Trust Company of Detroit. He uses two quotes in this article which fit my theme exactly. One is from Walter Bischoff, of the Old National Bank in Evansville, Indiana, and it reads:

"From the top to the bottom, business must tell the story of free enterprise. It can't be left to a few of the nation's biggest businesses. If free enterprise is to be maintained, the story must be told at the grass roots right where thinking people live."

The other quote I am cribbing from this article is from the American Newspaper Publishers Association. It says:

"The road to public understanding of industry begins, very naturally, in plant cities . . . in the communities where industry is located. Public opinion of industry takes root where industry lives, and from this root will stem the freedoms granted to industry . . . or the restrictions imposed upon it in peacetime."

A Poor Term: "Free Enterprise"

The only thing to which I object in these quotes is the use of the term "free enterprise." The term has been so bandied about that it is no longer a distinctive symbol. Labor union leaders have adopted it for their own. I much prefer coming back to the simple expression, "the profit and loss system"

—not just the profit system, and then explaining frankly how this country has prospered beyond the dreams of all other lands by a combination of energy, intelligence and risk-taking which can exist only where there are freedom of choice and freedom of opportunity.

Must Be Local

Where should this story be told more effectively? In my opinion, if the profit and loss system in this country is to be saved, it will not be done with page advertisements by great national groups or associations, nor with similar preachments in news and advertising columns by captains of industry. Such messages are important in informing the public on the benefits of the American way, but this method alone will not persuade the public to preserve the good in our economic system. The spot where the real job must be done is in the local communities of America where we have our places of business.

To further point this up, perhaps I can again rely upon quotes from some of my friends. A short time ago Verne Burnett wrote a grand book on public relations called *You and Your Public*. In it he said:

"Important segments of every company's public are the communities in which operations are conducted. Two groups compose each of these communities: (1) a group of company employees—citizens living, working and rearing their families in the community and dependent for the satisfaction of human needs on the continuous flow of pay envelopes; and (2) non-employee members of the community—publishers, merchants, bankers, doctors, dentists, all other types of businessmen and their wives, municipal executives and officials, and members of civic organizations. Both groups have a vital interest in the continuity of the company's operations in the commu-

nity. Radios, furniture, washing machines are bought; dentists' bills and doctors are paid with the contents of pay envelopes. Any conditions that may increase or lessen the scope of the company's operations in the community or affect its continuity are a matter of vital interest to both groups of the community."

Another good friend, Cy Ching of the United States Rubber Company, in a speech not so long ago said:

Good Will Through Employees

"The good will of the public secured through employees must be a by-product. If gotten as a by-product, it is much more valuable than anything gotten through strained efforts . . . If you have personnel policies your employees believe in, if your employees believe in you, if your employees believe yours is an institution with character and integrity, that you are doing the best you can so far as they are concerned . . . then, without any advertising on your part . . . your employees begin to radiate your policies throughout . . . the community. Your reputation then begins to rise and rise in the minds of the public, not because of a conscious effort on your part to bring it about, but through the influence of your employees."

I am not without experience in the practical application of this theory. We have recently conducted in Pittsburgh a seminar on this theme which took the form of a convention of public relations men and women, personnel men and works managers from the twenty plants of Aluminum Company of America scattered from Vancouver, Wash., to Mobile, Ala., and from New England to Los Angeles. The meeting lasted a full week. When we called these people together we thought that, while the public relations people would come in from the plants, we would have only a scattering of the bosses and the

top personnel directors. So many of them came from all three of these groups that we had a real problem of handling them in a city suffering with the current shortage of hotel accommodations.

Here are some of the subjects we discussed: Alcoa's motion picture programs with suggestions of how they can be further implemented in plant communities; exhibits and their use in plant localities; highlights of Alcoa's advertising program for 1946; plant newspapers with display of three current issues of each publication and a general analysis of each; discussion of the publicity machinery the company uses in its relation to local and regional sections; discussion of our relations with the public and public officials, both locally and nationally; labor relations and stabilization; safety and medical publicity; personnel recruiting; veteran reemployment; the company's retirement plan for those over 65; what other industries are doing with their employee and plant relationships; photography, plant visitations, plant shows, etc.; case histories of successful plant and community public relations operation—dramatic shows, athletic contests, victory gardens, baseball, basketball, bowling, etc.; and intelligent use of plant posters with frank discussion of how these can be intelligently used to counteract the present tendency to "slow down" production without offending any employee by making him feel we are trying to install the whip of the so-called "speed-up."

Fundamentals Discussed

All these sessions were practical in character, with proper exhibits and dramatization to make them interesting. They were also inspirational. Fundamentals were freely discussed. Like all other industrial companies in America, Alcoa is faced with the let-down after the war. Employees (we do

not call them that; we refer to them as members of the Alcoa family) have not yet become seized with the fundamental economics of what is facing all of us in the highly competitive postwar era. They have been putting out stuff for a lush customer, Uncle Sam, who stood at the door demanding material. He was not too much interested in the unit cost of a single item. He had a war to win.

Now, workers are a little slow in getting the picture which is so clear to management, that the factory which continues to operate is the one which can have the productivity to produce items at a cost which will enable them to sell in a consumer goods market at a price to compete with other things or with the same things made out of other materials. My pet illustration at one of our plants which makes aluminum agitators for a nationally known washing machine is that this washing machine manufacturer will continue to use aluminum which he prefers just so long as it does not make his product cost more to manufacture than the other fellow's. (You see, he could use plastics . . . perish the thought!)

For Offense and Defense

I have outlined this labor picture in some detail simply to show how fundamental our discussions were in the meetings we had with the personnel and public relations people in our plants scattered over the country. If we can devise the machinery to instill into our workers these simple economics and get them to say "we" instead of those "so-and-so's in the front office," we have gone a long way toward making the man or woman in the plant a part of the cooperative family which forms an offensive and defensive alliance against outside labor agitators, local politicians and others who have their own interests to serve at the expense of the company family.

Once this is done, it immediately permeates into the community as a by-product, so aptly described by Cy Ching. It reaches this second group mentioned by Verne Burnett—the publishers, merchants, doctors, dentists, all other types of business people and their wives, municipal executives, and members of civic organizations. The local public relations people in the plant have a constant job to do with these community people but their task is much easier if they have a loyal company family of fellow workers back of them who take pride in their plant and its place in the community life.

Importance of the "Grassroots"

Who are these people in the local communities and how influential are they? Far be it from me to plug any particular publications, but since I have mentioned *Trusts and Estates*, I might as well mention another one. I refer to *The Pathfinder*, an old and honored low-price magazine published in Washington, D. C., and circulated to the people who live in small towns. Recently *The Pathfinder* made a motion picture which analyzed the small town. The place selected was Medina, Ohio. It is a worthwhile picture. Every public relations person should see it. People who live in small communities in America are thought leaders. They perhaps talk over fundamentals with more people every day than any other group, not excepting the farmers.

I have frequently said that if I could reach all the barbers in America and convince them of the simple economics of our American profit and loss system in language they could understand and pass on, I would have no further worry about the ideology boys who are trying to inoculate Congress with their plans for government subsidies, government operations of various industries, including the banks, insurance companies and what-have-you. Barbers do plenty

of talking and they take on the thinking of those who talk with them. I have had for years a barber in the Duquesne Club in Pittsburgh. I don't need to tell you that he is a very conservative citizen. That is the kind of people whose hair he has been cutting for years. However, out at New Kensington, Pa., the barber who cuts the hair of the radical union leaders sings quite a different tune.

Get Facts First

There are many ways of reaching the thought leaders in our respective communities, whether we be in a small town or a much larger place. Each of us can do it in our own business and our own community by keeping constantly in mind the fact that the American people have become both individual- and class-conscious. Some of it can be done by a wise use of the printed word, but this should be undertaken only after a real survey has been taken to find out what these people are actually thinking. Recently Alcoa has been contemplating an advertising program in the type of media that reaches these people. However, we were given pause when it came to writing the copy. What should we say to these people? Public relations, whether expressed through advertising or any of its other forms of expression, is definitely a two-way street. It is just as important to have a current flow of thought from your audience as to send your thought waves out to them. Otherwise you might lay a sizable egg.

We finally decided that what we need first is a depth opinion survey by one of the great national organizations geared for this purpose. After we get that, the advertising will almost write itself.

Who are these people in our local communities as to their importance in the American scene and as they affect the problems of banking and business? Recently Ted R. Gamble, director of the

War Finance Division, said that, whereas 10 per cent of the people owned roughly 90 per cent of the liquid wealth in this country in 1940, today that 10 per cent own only 60 per cent of the liquid wealth. The total of such wealth is now \$160 billion of which \$100 billion has been accumulated during the war. Furthermore, Treasury Department surveys show that 75 per cent of War Bond buyers have purchased for capital investment, such as old age, homes and education. Think this over when you are considering whether it is worthwhile for you to do a job in your local community on the fundamentals about our way of life in which you believe. The people you will contact, either personally or through some organized effort right at home, are not necessarily the *have-nots*. Many of them are now the *have-gots*.

What this means to you as an individual, or in your business capacity, in finance or industry, will depend upon how thoroughly you agree with me that the job needs to be done at the local level. I believe it is the most important job which can be done by those of us who feel that if we do not preserve the present American profit and loss system, we are starting on the road to some form of serfdom which Hayek so well describes in his book. Keep in mind that if we do not do this as individuals and as members of our various companies and organizations, we will be sitting idly by while other purveyors of opposing philosophies are hard at work.

Not One-sided

There are plenty of other candidates for leadership of public opinion. I do not need to enumerate them here but they are quite vocal. On the much misunderstood subject of profits, for instance, I can give you one illustration. The CIO is issuing bulletins, pamphlets and its monthly economic outlook,

showing that American industry made a "profit" of \$24.9 billion during 1944—but not saying that this "profit" becomes \$8.5 billion after taxes and that only \$4.3 billions of this was paid to stockholders, the rest being kept as a reserve for expansion, maintenance of employment and other purposes.

The vast public misinformation on how much profit industrial companies make is a matter that needs to be corrected, not only by industry itself but by bankers and all other people in business. Opinion Research Corporation, which makes thorough soundings of public opinion for a group of industrial companies, has recently included a study of this subject in its *Opinion Index for Industry*. I have the permission of Opinion Research to make these findings public. I can only brief them here. The public is suspicious of industry's war profits because only a minority has any conception of the fact that our war contracts are renegotiated. It also hears only of gross profits with little understanding of taxes.

The Public Is Generous

The man on the street greatly exaggerates profits by guessing that 30 per cent was the wartime figure and that 18 per cent will be the peacetime rate of profit for the average manufacturer. But, when asked what he thinks would be a fair profit for said manufacturers, the citizen says 10 per cent. To most of us that would be just dandy! Thus we see that the average concept of a fair rate of profit would not penalize business. In fact, the public would actually give industry more than it makes. The difficulty is in the public ignorance of the facts. Industry has a real job to do along this line and is making some progress, notably in the simplicity of annual reports and in the publicity which companies are beginning to put out with these reports. Executives can do much to help this situation by con-

stantly spreading the actual facts.

Another public relations problem Opinion Research has just pointed out is the returned veteran. Understanding him and his attitudes is important to all of us in business, industry and finance. Here are some current facts about the veteran: Only 34 per cent of all veterans who held jobs before the war have gone back with their old employers. While there appears to be no great rush of veterans to start their own businesses, there is a decided tendency to shift. Veterans are finding the emotional adjustment to civilian life tough enough; they appreciate the help employers and others give them in making this adjustment. As an executive you can render a service if you can find time to talk to these men.

Veterans Not Radicals

Reemployment programs are working out; most veterans say their old employers treat them well. Veterans are not demanding sweeping job preference. They want the breaks over civilians with equal qualifications, but not over those with more. However, they do want the security of a one-year job whether they take their old jobs or better ones. They believe in labor unions but are highly critical of union behavior. The veteran does not come back a radical. He gives management credit for a fine war job and thus far has little desire to socialize industry. But—and here is a point which concerns each of us who believe in the profit and loss system—it is evident that the veteran has come to lean on government. If business men do not do their full duty toward the veteran, he can be driven to support collectivist action harmful to private enterprise.

In any practical discussion of how people interested in business problems can further implement these ideas and others which have to do with spreading

(Please turn to page 36)

HONEST AND SINCERE

— HE HAS THE "GRASSROOTS" VIEWPOINT

By PENDLETON DUDLEY

Public Relations Counsel, New York City

CHARLIE CARR is in a strategic position in one of the key industries of this country. It is one of the top posts in the field of public relations. For these reasons it might seem more fitting to address him as C. C. Carr, or at least as Mr. Carr. But that wouldn't seem natural.

It would be interesting to know how many letters are addressed to "Dear Charlie" from many parts of the country, from both young newspaper reporters and newspaper publishers, juniors and corporation executives. His hosts of friends reach from one end of the country to the other.

But, Charlie Carr is no back-slapping purveyor of pleasant but idle flattery or patter. And let no one make the error of back-slapping him, figuratively or literally. Only his most intimate friends would try that and then only on some special occasion such as his birthday.

Shrewd, Analytical, Decisive

Charlie fulfills everything that the title of director of public relations for a great industry implies. Shrewd, analytical and decisive, he fights the battle of American industry with the sharp efficiency of real executive ability. In fact, as an articulate exponent of American enterprise, he is the type of whom business and industry have great need. And there have been times when a defender of such things must fight sternly and uncompromisingly.

That Charlie has reached his present position, where he has served successfully for the last twelve years, is due in part to his unusually varied experiences. He is one of the few men

in the field who combine actual working experience on newspapers, in advertising and in public relations. Obviously, experience which combines the viewpoints of all three fields is invaluable in meeting the changing, shifting and varied situations which make up the work of public relations. A man with this background can talk the language of the newspaper reporter, the advertising executive or copywriter and the business executive, and know whereof he speaks.

A Grassroots Outlook

But, Charlie's popularity with the representatives of all these fields is due not only to his knowledge of their worlds but also to the unassuming manner in which he carries his grassroots outlook.

Those grassroots go back to Lebanon, Indiana, where he was born, January 11, 1884, and to his early days on Indiana and Chicago newspapers on which he began working even before his graduation from Indiana University with a bachelor of arts degree in 1909. Charlie still retains the flavor of those days and is one of the shrewdest and most down-to-earth judges of public attitudes that you will come across in this business, in which an understanding of public attitudes is a tremendous asset.

Time after time, Charlie has come up with the right kind of public relations move at the proper psychological instant, by virtue of his instinct for knowing what the public is thinking. More than once, a decision which others might have thought an uncanny "guess" could have been explained by

an understanding of "the ways of the people" which he acquired in his youth and has not forgotten.

After his graduation from Indiana, Charlie began to get an insight into a different kind of enterprise. He went far afield to Panama where he was a government employee for four years during the building of the Canal. But even then he kept on with newspaper work, in addition to his other job, and in 1912 also found time to co-author, with Frank Gause, a book, "Story of Panama," which was published by Silver Burdett Company, in 1912.

On his return to the States, Charlie swung back into newspaper work and became publisher of the *Sullivan, Ind., Times*. Later he moved to St. Petersburg, Fla., where for most of twenty years he was the publisher of the *St. Petersburg Times*. During this period he took time out for four years to learn about the advertising agency business, through operating the Lesan-Carr Advertising Agency.

Right now Charlie, in addition to the heavy load he carries in his public relations job, is engaged in a special project which is close to his heart and which promises to exercise profound influence for good—if Charlie has his way—on the advertising business. As chairman of the Committee on Self-Regulation of Advertising, composed of leading figures among advertisers, agencies and media, he is charged with heading up an undertaking aimed at achieving proper regulation and improvement by voluntary methods.

A Practical Idealist

The many who know Charlie, and of his work with the Committee on Self-Regulation of Advertising, agree that he is admirably suited, not only by experience, but also by inclination, for this kind of a crusade. Charlie is a practical idealist, though perhaps he would not always admit the latter, and

to him principles are to be labored for as well as stood by.

Throughout his diversified career, Charlie has, of course, developed many affiliations. He is, for instance, past chairman of the board, Association of National Advertisers; a 32nd degree Mason; Shriner; Rotarian; and, member of the Duquesne Club, University Club, Longue Vue Country Club, of Pittsburgh; National Press Club, Washington, D. C.; and, the University Club, New York City. His college fraternity was Delta Tau Delta. All these affiliations bespeak the geniality and good fellowship of the man. So, too, do the genuine affection with which newspapermen in almost all parts of the country regard him.

Is Himself an Excellent Example of Good Public Relations

Yet, through all his relations with the press there runs a deeper current even than good fellowship. The geniality has real substance. Never one to attempt to promote publicity (he only calls in the press when he has legitimate news to give out), Charlie has won and holds the respect and confidence of "sharp-eyed news hawks."

There is, too, the same substance in the man himself. Reserved and soft-spoken, and one who even in controversy prefers to win by reason and persuasion, Charlie Carr is the gentleman by instinct and he tones his geniality with a quiet dignity that adds greatly to it. Even the sarcasm and satire which he wields adroitly on occasion are restrained and never allowed to probe sharply into personalities.

Perhaps one of the reasons Charlie has become one of the most successful and best known public relations directors in the country is that he himself is an excellent example of good public relations. And perhaps the reason he is that example is because of his innate honesty and genuine sincerity.

"The Island of Atlantis" - A TRUE STORY

By HARFORD POWEL

Former Vice President, Institute of Public Relations, Inc., N. Y.

AS A SCIENCE, public relations is in its infancy. As an art, it is as old as Joseph, whose remarkable career as a public relations counselor we have all read in a very old book called Genesis. The danger is that immature people (of all ages) may think that good public relations work can be done by common sense alone, or learned by the easy process of attending lectures, reading textbooks, and passing examinations.

Law is learned that way, isn't it? Medicine? Engineering? The hard fact remains that very much more is necessary before large fees come in. No professional man succeeds without such essentials as strong personality and brains, infinite hard work, and friendships built on respect for his demonstrated ability. To these, if you please, add the factor called luck.

Fortunately, as Lincoln almost said, nobody can fool all the best clients all the time. Every profession has teemed with charlatans and good-for-nothings. By their work you shall know them. That is the catch. Public relations work is based on common sense, but requires a large amount of expert ability. Charlatans can write innumerable speeches for their clients to deliver — but can they write memorable speeches? They can plant poor stories and pictures in the newspapers, but what measurable result is achieved? They can easily invent benefits for wage-earners, but can they make and keep the wage-earners grateful for them?

The incompetent public relations man is fired when his projects fizzle into nothingness. With each failure his reputation goes down. In any field, only a first-rate performer can steadily increase his reputation with more and

more people. That, of course, is what the best clients expect their public relations men to do for them. It is what Peabody did for American finance in England, and Vail for the infant telephone industry in America. It is what MacArthur and Eisenhower, in this war, did for the American cause.

More dangerous than any quack is the conceited, bad-tempered person who starts with the premise that all efforts to improve relations with any hostile group are useless. He is the man who keeps the flames of prejudice blazing. Let us consider an example which the writer picked up during the war.

We'll call the island *Atlantis*, which is near enough its name. It was discovered by the Cabots in 1497, and has a long and proud history. But as the tide of empire swept westward, *Atlantis* was largely by-passed. Its people were the oldest colony in the New World, the germ of the British Empire. But they grew poor. They fished with hand-lines, not trawls. Their diet was salt cod, tea without milk, and cabbage or turnips.

Because the climate was too wet and cold for grain and hay, and for grazing cattle, they killed off their vast herds of caribou for food. What salt fish they could pack was sold for a pittance in Portugal and Brazil. There were learned men among them, and widely traveled men. But when Marconi first demonstrated transatlantic radio from their cliffs, they had no way to profit from that invention. When the first flights across the Atlantic were made from their salt meadows, they had no money to build airfields. Their only government revenue was from import duties, and world depression in the

thirties made it impossible for them to struggle on toward compulsory education and sanitation, and the establishment of industries that could employ their young people.

Atlantis is a big island, as big as the State of New York. By 1941, most of its 300,000 inhabitants were on a 9-cent daily dole.

Then came Uncle Sam, and Canada too. Fifty over-age destroyers were exchanged for 99-year leases. Thousands of civilian workers landed on *Atlantis*. Bulldozers broke the icy soil for a huge naval base, two big Army posts, three airfields, and hundreds of miles of good roads. Steam-heated barracks, enormous warehouses, luxurious quarters for officers, machine shops, hangars and post theaters mushroomed on an island that hadn't a single soda fountain, and only one semi-modern hotel.

Then Came a Reporter

The dingy little island capital was now flooded with money. American and Canadian payrolls soared to \$15,000,000 a year. Soldiers and sailors prowled through the blacked-out lanes, wondering why there wasn't a modern movie theater, drugstore, shooting gallery, dance hall or tavern in town. The surprised natives had nothing to sell but their services—nothing but a woe-begone assortment of furs, knitted articles and scrimshaw work, at prices far higher than at home.

Before the flood of American and Canadian money could make a difference, before more than a few thousand natives had gone to work at high wages for their visitors, there came a reporter to visit *Atlantis*. It was a small assignment for him. He wanted to cover it fast, and get on to the next base.

He demanded appointments with the Commissioners of Government. They weren't impressed by his magazine or mission, and they had no public relations man. Their elderly secretaries

brushed him off. He looked around town, noticing the two-story dwellings without paint, bathrooms or furnaces; the Toonerville trolleys on the streets; the ragged children. He saw the narrow-gauge railroad. Down by the waterfront, in filthy speakeasies, he learned how "screech," the local moonshine rum, is made.

The reporter's article turned out to be a vitriolic description of *Atlantis*.

It was read—as he probably couldn't suspect when he scribbled it—by a Governor General who had been one of the outstanding heroes of the Battle of Jutland, a Chief Justice who was a distinguished graduate of the Inns of Court in London, two newspaper proprietors well known in our great newspaper associations, and hundreds of other intelligent people who loved *Atlantis*. They knew it was poor. But they knew, too, how millions of Americans had been living for years in the coal mining districts, in the dust bowl, in Harlem, in hundreds of poverty-stricken industrial towns. The article created great hostility against America, and against Americans in *Atlantis*.

What were our Army authorities doing, meanwhile? Why didn't they give the reporter the true picture, and show him that they were bringing full employment and good times to *Atlantis*? The Army has an uncanny ability to put square pegs in round holes, and public relations has never been its forte. The public relations officer at *Atlantis* was a convivial stock salesman from a little town.

His Qualifications

He had never met an important man, never written a word for publication, never studied the newspaper man's mind. His immediate superior regarded all newspapers with suspicion, thinking that their chief desire was to publish military secrets. The public relations officer took the same line. He sent the

papers an occasional puff of some high officer, written and delivered by his corporal. But he cold-shouldered all reporters at the gates of the posts.

Our soldiers, roaming the island for excitement, smarted under the black looks of the local leaders. They fought furious rough-and-tumble battles with local hoodlums and got into police court. The island newspapers naturally made the most of these stories. Americans were soon looked upon as "invaders," rather than as Allies and defenders of one of the most strategic bases in the world.

An *Atlantis* writer, hating the atmosphere of hostility, wrote early in 1943 an article for the *Saturday Evening Post*. He pointed out that thin cheeks were growing rosy, flat pocketbooks were getting plump, and once-destitute families were buying better food for their children. Our friend, the public relations officer, tried to rewrite the article, quarreling over small details, and inserting a flowery puff of the commanding general. The *Post* properly deleted the puff, and buried the article.

A Different Approach

A new public relations officer, with long experience in the field, arrived that autumn. He found the newspaper proprietors strongly hostile to the general, who by this time was sending them acrid letters demanding retractions of the "crime" items. He found the local radio station in a similar mood. Military personnel and local residents were glowering at one another. Thousands of the residents were employed on the posts, where they heard their habits, climate, and local government denounced.

The situation looked almost hopeless, but the new officer determined to apply the personal touch. Having made up his mind, he stuck at nothing. Against the wishes of his superior, he sent all possible job printing to the newspapers,

who underbid the local job printers but had been regarded as lepers. Through mutual friends he slowly approached their proprietors, who proved very congenial. He did a large amount of unsigned and unpaid writing for them, even fiction for weekly editions. He took the only local newspaper woman to post dances and receptions.

Making Friends

He publicized the Red Cross and USO Clubs, in which more than a thousand local girls served as hostesses. Their dance music was broadcast on the Army radio, and the Army's splendid transcriptions of the best American programs were loaned regularly to the local stations. The new public relations officer got up special programs for Rotary and other clubs; invited the director of the Tourist Bureau to show films of salmon fishing, moose and caribou hunting, to all officers and enlisted men; broadcast Catholic, Protestant and Jewish services from post chapels for the benefit of residents who in winter blizzards could not go to church.

The climax was a series of spreads in the morning newspaper, showing *Atlantis* men and women working for Uncle Sam. Laborers, barbers, mechanics, carpenters, pin boys at bowling alleys, secretaries, waitresses, sales clerks at post exchanges—all were included. The flattery, though sincere, was immense. None of these people had ever seen their pictures in the paper before.

Little, significant examples of a new spirit were soon noticed. The local authorities removed their prohibition of plugged pump-guns, allowing hundreds of soldiers to hunt for the first time. The local radio station put on a complimentary American program on July 4, 1944, hailing American achievements, and concluding with the *Star Spangled Banner*. Non-commissioned officers gave a Christmas dinner to several hun-

dred children from foundling homes, and the local newspapers printed the largest cuts in their history.

Army and local radio stations now exchanged recordings, needles and microphones; the local papers printed the overseas edition of the *New York Times* for paid distribution to American and Canadian troops; children of international marriages were born in post hospitals; christened in post chapels; newspapers stopped printing police court items involving Americans, and gave much space to promoting the recruitment of *Atlantis* men to work during the emergency on American farms and mines.

That's enough detail for this brief study, which may suggest what the personal touch can do. The new public relations officer was given luncheons by the Governor and by Rotary, a magnificent set of pictures by the Tourist Bureau, and other evidences of the islanders' regard, when he left *Atlantis*.

He had not produced the end result—a credit balance of \$22,000,000 in their treasury when the war ended. But he had been smart enough to see it coming, and to smooth out many adverse situations along the way. He demonstrated once again that human nature is subject to the golden rule. If you want people to think better of you, you must first of all think better of them. If you want them to do something for you—well, what can *you* first do for *them*?

Public relations is a radiating process. It springs from person to person, from hand to hand, even from smile to smile. It is not yet an exact science depending on a written code, though a written code will greatly help. It is an art depending on the experience, skill, good intentions and good luck of the artist.

The Measure of the Man

The responsibility for interpreting our free, private enterprise system to the American public rests squarely on the shoulders of the public relations directors and counselors who are serving business and industry. "Can these men measure up to the job?" asks J. Handly Wright, Director of Public and Industrial Relations, Monsanto Chemical Company, St. Louis.

Mr. Wright, speaking before the San Francisco Bay Area Chapter of the Council on February 4, advised management to examine the credentials of its public relations representatives. Are these men and women convinced that capitalism, free speech, freedom of worship, democracy itself, are part and parcel of the same way of life? That free, private enterprise has brought to this nation the highest standard of living ever known in the world?

Or, asks Wright, are some of these people on industry's payrolls attempting to carry water on both shoulders?

It is time for American business and industry to move up front, to leave the defensive forever, to speak positively, forthrightly, courageously in the arenas in which public opinion is formed.

W. Howard Chase, Director of Public Relations, General Foods Corporation, speaking in much the same vein, said: "The real adventurer today is the businessman trying to run a successful, ethical productive company. The cowards are fluttering to collectivism. The brave men, the *real radicals*, are in business against odds. If we believe this ourselves, act positively upon it, then we can begin through the public relations process to regroup around ourselves the affections and loyalties of people who have come to believe that we have lost the vision, *people who yearn for courageous leadership.*"

The New-found Spirit of Business

By DON E. GILMAN

Executive Vice President, Western Oil and Gas Association

BUSINESS is a term indicating the activities of mankind which are applied to the maintenance of personal and group welfare through the channels of barter or trade. Its development in our modern life is the result of several generations of progress in human relationships extending to national and, later, international trade. In our country we have seen the development of the corporate structure whereby great masses of capital are deposited in corporate reservoirs for the development of business, finance or industry. With the changes in modern life necessarily resulting from this radical departure—or radical enlargement—of the business unit have come economic problems which, in turn, have become political shuttlecocks.

Origin and Growth of Public Relations

Public relations is a systematic plan of conduct intended to simplify or adjust the contacts between business and its publics in order to develop better understanding. It is impossible to discuss the origin and growth of public relations unless we sketch briefly the circumstances which brought about the practice.

It would appear that competition cannot be practiced without conflict. Not that conflict is necessary, but where the competitive factor exists it is not always the best in man that prevails. Greed and covetousness, the desire to succeed at any cost, lead men into general distrust and disunity. Desire for power and wealth leads men into practices which are nefarious and destructive of general welfare and morale. Out of the development of the

corporation idea, frequently referred to as big business, grew the monopolistic practices which forced radical changes in the national business laws.

It is characteristic of democracies, and particularly our own, that we do not approach problems of national, political or economic importance dispassionately. We are inclined to approach them emotionally, with little thought of the destructive effect of our attacks or little consideration of whether the attack is honest or truthful. In the latter part of the last century, and the early part of this, the nation was engrossed in making new laws designed to curb the growing and destructive monopolies in all branches of commerce. Out of that age came the terms, "character assassins," "moguls," "tycoons," "bloated bondholders," etc.—all terms intended to accomplish specific political objectives. It probably is too much to expect that we could sit down and dispassionately work out a plan of human progress which would be free from acrimony and strife. It seems unfortunate that this is so, but, on the other hand, there is a school of thought which believes that we grow through the processes of contest and competition.

Public Relations Combination of Various Functions

Public relations as a practice was not suddenly projected upon the business world. To a large extent it has developed into an important business function through bringing together into a single channelized activity, which for lack of a better term has been called "public relations," several business functions which heretofore operated more or less independently. This may

include sales, service, advertising, publicity, correspondence and all other departments which contact the public.

Public relations should not be regarded as a sales function alone, however. If sales volume is the determining factor, then the approach is wrong. Public relations, if successful, will have a positive and beneficial impact upon sales. However, a satisfactory and increasing sales volume may be developed without the aid of, or even in the face of poor, public relations. But sales volume may be accompanied by a fermenting dislike and misunderstanding of the organization which eventually will be detrimental. Like the cordial chap who makes many friends abroad but when at home beats his wife, the real character of such an organization eventually becomes a matter of public knowledge. The concentration on sales is the responsibility of the sales department, but the sales policy should be influenced by the public relations plan. Neither an advertising nor a publicity department is necessarily public relations. Nor is an official who travels throughout the country telling a straightforward story of his company's activities a public relations executive. Public relations encompasses all these functions, if it is thorough and efficient.

So far as I know, the first practitioner of public relations was Ivy Lee, a publicist who was engaged to present the constructive side of certain corporation activities to the public and in some measure offset the avalanche of unfavorable and destructive publicity which then existed. Up to that time there was a prevailing attitude on the part of large corporations that it was none of the public's business what they did. One corporation official was widely quoted as saying "The public be damned."

But business finally realized that the good will of the public was important, and eventually considered ways and

means of creating a more favorable attitude. This work was usually assigned to subordinate officials.

Like all new developments in business practice, public relations is still passing through certain evolutionary phases. There are many businessmen who do not yet approve of or practice it. There are still many officials who feel that the business of their companies is private—no concern whatever of the public. But there is a rapidly increasing number of businessmen who realize that all their activities are of direct and vital concern to the public. They are learning that the freedom of a democracy, in which we have so much pride, is not freedom in the broad sense that each of us can do exactly as he pleases. Instead, it is freedom in the narrower sense that each individual and each business is circumscribed by the freedom of others.

Employed in All Business Strata

Last year witnessed the most important trend toward public relations in the history of business. Labor has entered the field. The Congress of Industrial Organization has a very powerful, intelligent and effective public relations division. The Political Action Committee has retained important public relations counsel for guidance in its approach to the public. The Teamsters Union of the Pacific Coast has a very effective and comprehensive public relations program.

The American Petroleum Institute is engaged in processing a nationwide public opinion survey to determine what its immediate public relations problems are. Upon completion of this survey a program of a national character will be planned and instituted.

N.A.M.'s Objective

The National Association of Manufacturers has created a public relations vice-presidency headed by a man of

national reputation. The objective is to "reestablish public faith in the American system of free competitive enterprise." It will be interesting to observe how closely this institution, which is representative of the best in American business, follows an integrated, all-inclusive program.

The American Association of Railroads has conducted an excellent program during the war years when railroad facilities were strained to the breaking point by heavy demands. When service to the public was the poorest in history, they not only retained public approval but actually increased appreciation of their efforts. The railroad industry, one of the largest in the United States, had to spend comparatively little to accomplish this. It used only a straightforward method of appeal while doing everything possible to aid in winning the war.

Another outstanding example was that of the American Telephone and Telegraph Company and all its subsidiary organizations. They, too, were called upon to deny the public the use of telephone service but throughout the war gained public cooperation with a minimum of advertising.

On the Other Side

The two foregoing examples illustrate what I have been trying to say: First, to merit public good will, there must be an honest base from which to approach it. And, as nearly as possible, effort must be made to see that every one in an organization has a sound public relations attitude. Let me illustrate this latter point.

A man's loan was inadvertently called by a minor official in a bank. As an important depositor and borrower, he was so outraged by this notice that he immediately went to the bank, sought out the president, told him he was going to withdraw his account and business from the bank and take them

to a competitor. The president explained to him that calling his loan was an error by a subordinate and did not reflect the attitude of the bank, that his business and loan were wanted, and that if he would overlook the present error the bank would try to see that he was given the service to which he was accustomed. After considerable time the president succeeded in mollifying his client. The customer left him and went to the desk in the middle of the banking room. Taking an envelope from his pocket, he crushed it in his hand, threw it at the wastebasket and missed. Whereupon the bank's special officer came up to him and said, "We have provided wastebaskets for waste paper. Would you mind, in the future, throwing your discarded envelopes into them?" The customer immediately went back to the president and told him that he had changed his mind. He withdrew his account, taking his business elsewhere; and this time he did not remain for any further consultation.

Do Not Overlook the Minor Details

Public contact may start at the top but it can be ruined at the bottom. Every member of the staff of a corporation must be briefed and educated to the importance of friendly relations with the public. There is no room in modern business for disgruntled, irascible, discourteous employees. They are not only disturbing within the organization but they are very definitely destructive to business. The budget for public relations procedure should include internal communications or house organs or other means of contact to create a constructive, courteous approach to the public on the part of all employees.

Some years ago the president of a company doing business with hundreds of thousands of customers died and the board of directors had to select a

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successor. One man in the organization was recognized as knowing the operations of the company more thoroughly than any other. He was well liked and his services were appreciated. He had been a top executive for many years. But he belonged to no clubs or service organizations. He seldom had any companionship at lunch, usually eating alone in a restaurant near his company offices and returning quickly to his desk. Considering him for the position of president, the board of directors decided that he was an unknown factor as far as public relations was concerned, that the real need of the company was for an executive with a keen appreciation of the importance of public opinion and known to have practiced public relations effectively. The board, therefore, sent for a man in another city to become president, and the official who was qualified in all respects except in the practice of good public relations remained as the first vice president.

Indicates a Trend

This board of directors appreciated that a company serving hundreds of thousands of customers should be sensitive to customer attitude. More and more corporations and other types of organizations are going to recognize the importance of public-opinion-minded executives.

When such national organizations as the National Association of Manufacturers, the American Association of Railroads, the American Petroleum Institute, the Western Oil and Gas Association, United States Steel Corporation, and scores of other large national industries or corporations recognize that public relations is important and necessary in building and holding good will, then naturally the smaller operators are going to follow. The smaller the organization the closer it is to its "public." It has always been recognized that small newspapers afford the best training for newspaper men. That is because a small staff compels a wide distribution of responsibilities. The same principle applies to public relations.

Recognizing That Service and Good Will Come First

The attitude that profits are the ultimate objective of business is the attitude which is now compelling business—large and small—to adopt some practice which will reinstate it in public good will. The Bible tells us, "Man does not live by bread alone," and business is learning that truth—as always, the hard way. Public relations may be the conscience of business; possibly it is more than that—the spiritual incentive which recognizes that service and good will come first.

"The increasing social significance of corporations is another factor to be emphasized in the complex background in which directors function. . . . Full disclosure of operating results as well as wide-spread publicity have become accepted practice in corporate affairs. It is now rare for a large corporation to follow the policy of 'no or low visibility.'"—From *"Directors and Their Functions"* by John Calhoun Baker, President, Ohio University.

A Public Relations Tool: PUBLICITY

By **RAYMOND C. MAYER**

Public Relations Counsel, New York City

PUBLIC RELATIONS statesmanship is getting its first real work-out in this chaotic, brave, new postwar world. If those of us who are practicing public relations fumble the ball, it won't be disastrous—but it will drain off some of the good will that has been so slowly built up during the years. That we cannot afford. So it behooves us all in our counsel and guidance to management, labor, government and the other publics, to think truly, utilizing to the utmost our professional skill in the deft and effective application of our techniques and, particularly, of our *tools*. And none of these tools is better than the much-battered old stand-by, publicity. Indeed, judicious use of publicity in these troublous times appears to be the first order of the day.

Here is my latest New Year discovery: Public relations practitioners in their privacy are not high-hatting publicity now—they do that only when they engage in bull sessions with their competitors. The old work-horse publicity is out in front again, TODAY, whether we like it or not. It always has been a chief tool of the craft, although much maligned. Those who snub it for the next three years in their public relations programs are going to have trouble with their clients. The old plug is going strong.

This subject was assigned to me. I would rather write profoundly, if I could, about attendance at the board of directors' meetings, of social work, scientific and industrial organizations, as a public relations consultant, where one helps the team to shape policy. But I find that, even in the hallowed precincts of the board rooms, the top-flighters of industry, social work and the professions are treating publicity more re-

spectfully. Board members have learned that public relations master-minding won't perform the complete job and that it is necessary, too, to use publicity—news releases, reports, statements, clip sheets, mats, press conferences, advertising, radio, etc.—after the strategy has been planned and the policy at least temporarily fixed. Then it is that the publicity statements reach the reporters and the editors of the newspapers and press associations. No matter how you cut it, or who does it for you, it's the old drudge—publicity commanding their attention and telling them what it is all about.

For instance, note the statements appearing in the newspapers, magazines, and trade press, in relation to the industry-labor unions strike crisis. Those statements weren't all made in interviews orally, or obtained by reporters. They were, many of them, publicity releases.

Right now, in product promotion during the reconversion period publicity is being used more than it has been in the past ten years. Its use will increase as new products and old ones are launched on the waiting public. Therein lies a danger, this flood of publicity; but publicity is at work, growing in the field of public relations. It may be a weed in some respects, but it is thriving now—and hard to control.

About sixty per cent of the work done in my office is public relations, as most of us would evaluate it. The other forty is publicity applied in over-all public relations programs. The latter percentage is mounting. It is a funny thing but, when leading, sincere public relations men—especially the old-timers—get together, you constantly hear the old song: "I Rarely If Ever Send

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Out a News Release." It happens my old friend and neighbor is a successful publisher who loves to read copy, much of it publicity and press agent copy, at home at night. When I visit him, he often says: "Take a look at this!" And then, believe it or not, I find that some who say they *don't* send material to the newspapers are *sending* plenty. Ho-hum, why do we kid each other?

They Still Want Publicity

Of course, none of us in the craft to stay wants publicity to be overdone so that it backfires and becomes a harmful nuisance, any more than we should like to have over-glib public relations pontificators outwear their welcome and thereby harm the greater number. You can't make an empty bag stand up. One likes to believe that the reason one is allowed to attend boards of directors' meetings is because, through the years, a confidence has been built up. It was five years before one of my clients—a manufacturer—invited me to a meeting of the board. During that period, we had to use considerable publicity for that manufacturer—and he still wants it as an integral part of his public relations program.

The other day I attended the annual board meeting of a national social work organization. The president had insisted on a panel exhibit of magazine and newspaper publicity for the meeting. I protested: "They aren't interested in publicity clippings—or how we do it technically."

"Who says they aren't?" he snapped. "I'm interested in seeing the publicity we get—and so are they." So we had a panel exhibit.

Counsel and advice can become tiresome after awhile, too, if you are at the receiving end. When that saturation point is reached, something else is needed. Publicity, for instance.

It is not my intention to build up a

case for publicity. So much of it is uninteresting, routine, hackneyed, and hard work to us who have to do it—or have it done—but it can be made effective to command attention for our clients, their projects, their aims and achievements.

The *New York Times* has just published a news feature—a photograph of the newest peacetime taxicab; and the trade name of the latest development in glass used in the vehicle was mentioned in the headlines.

Great manufacturing institutions, with noted scientists in their research laboratories, announce the discoveries of these savants in publicity news releases, in scientific papers read at conventions, at press conferences, in interviews arranged by their public relations departments, in radio forums and through other publicity devices.

The writer of this article—a pioneer in publicity for scientific and engineering organizations, practically the only one in the field twenty-five years ago—started out by interpreting pure science research to the press and public for the National Academy of Sciences. Please note the attention given to research *now* by company after company in its publicity—radio, news features, in advertising, booklets, etc.

War-time Role

Publicity, as such, played a triumphant part during the war in the raising of funds for Victory Bonds, Red Cross, USO, and the social agencies. Plenty of imagination, good and bad, was involved in planning the publicity stunts which demanded public attention for these successful projects. High-powered public relations men and women used publicity with telling effect. If it can be applied successfully under high pressure during war emergencies, we certainly should be able to use it constructively during normal periods.

(Please turn to page 40)

THE WEATHERVANE

By VIRGIL L. RANKIN

Public Relations Consultant, San Francisco

Gaining Employee Support

More attention is today being accorded to the problem of enlisting the support of employees in behalf of the public relations program, to interpreting the program so that workers feel that they are an essential part of it. A number of institutions are doing an exemplary job. And they are reaping rich rewards.

1) The Pennsylvania Railroad has mailed a booklet entitled *It's a Good American Custom* to all its employees at their home addresses. It emphasizes that "giving something extra" is a good old American custom. Illustrates this theme with sketches of the butcher who never forgot your dog, the baker and the thirteenth roll, the candy-maker and the extra lollypop: businesses built on kindly acts, on giving more than was paid for. Points up current public relations problem by focusing attention on keen competition of busses, boats, trucks, and automobiles and warns, "Just as sure as tomorrow, passenger and freight business is going to those transportation systems that do the most to merit the public's good will." Concluding pages illustrate ways in which each employee can provide the "something extra in service and friendliness" to hold old friends and make new ones for the system.

2) General Mills, Inc., uses a booklet presentation too. Twenty-four pages in size, it outlines the public relations program, discusses its objectives, company products, research, service and people. Elaborately illustrated, the booklet makes effective use of photographs to tell employees who General Mills' publics are. Consumer, citizen, farmer, public leader, baker, grocer, feed dealer, and others are shown. Accompanying

text explains why each of these publics is important to the company and how the program is keyed to their interests. In an introductory message "to the men and women of General Mills," president Harry A. Bullis writes, with reference to the many publics of the company: "What each of these people knows and thinks of General Mills is important to all of us." Throughout the booklet the importance of the employees in the program is made clear and repeatedly emphasized.

What Stockholders Want

A New York City printing firm, the Herald Square Press, Inc., made a survey of some 2,000 selected stockholders to determine what was most desired in annual reports. Majority of respondents preferred 8½ by 11 inch size, not over 32 pages; graphic presentations of earnings, dividends, taxes, and other data; informal photographs; plain covers; not more than two colors; non-technical copy; a summary page of statistics. Eighty-three per cent would like to know about their fellow stockholders and the background and affiliations of officers and directors. Company's advertising program, future plans, research and products ranked high as items of interest.

Industrial Statesmanship Needed

Speaking before the Society of Automotive Engineers in Detroit, Henry Ford 2d declared that the "tradition of industrial antagonism" must be abandoned; that industrial statesmanship is needed in both management and labor. He acclaimed the fact that in many companies the industrial relations activity has become a part of the general public relations program and that in these companies executives schooled

in building public good will are doing a good job in the employee relations area. Management too often forgets that its own employees are an important part of the public whose good will it seeks, believes Mr. Ford.

Something to Think About

"Farmers are sick of strikes," declared Edward A. O'Neal, president of the American Farm Bureau Federation, before the annual convention of Northeastern Farm Bureau officers in New York. His sentiments are being echoed by farm leaders throughout the nation. While a number of these agriculturists threaten a demonstration of the effectiveness of a farm strike, the *Pacific Rural Press*, California farm paper, editorializes: "The most terribly effective strike we could have would be by farmers because it would affect the universal necessity—food. But farmers do not believe in the strike method. They would not restrict production to avoid taxation, as industry sometimes does, or strike to force an increase in wages as labor does . . . Agriculture takes a beating every time industry or labor fails to pull their share of the load in production . . . The remedy is to be found in improved public relations. Other groups must acquire the soul and conscience which agriculture has demonstrated."

Modern Delphic Oracles

Ralph Gorman, editor of *The Sign*, has written: "The news commentators and columnists have more influence than any other factor in molding the opinion of the adult American public. What these men think represents in a very large measure what the great American public thinks . . . The public is easy bait for the verbal traps of these 'air-wave oracles'."

If Mr. Gorman is right then it becomes important that public relations workers give thought to analyzing this

force in the mental lives of the American people. Who are these commentators and columnists on whom the American people depend so largely for their opinions? What is their preparation for their great responsibility? Their philosophy, education, background?

An interesting book, *Molders of Opinion* (The Bruce Publishing Co.), supplies some of the answers in its compilation of thumb-nail biographies of leading commentators and columnists from Walter Lippmann, described as "a man of rare intelligence, thorough education, and broad experience in national and international affairs," to Walter Winchell, "whose preparation for his task includes a sixth-grade education and a postgraduate course in keyhole peeping, but who does not on that account hesitate to advise Presidents and Premiers, chart the course of American foreign policy, and to castigate what he calls the 'House of Reprehensibles'."

About Advertising

Two economists, an adman, a professor and a management consultant recently met in New York, under the sponsorship of *Tide Magazine*, to discuss "Can Advertising Raise Our Standard of Living?" (Reprints with Jan. 25 issue of *Tide*). Some praise, some sound suggestions, some caustic criticisms. Many questions propounded but few resolved. Robert D. Leigh, former president of Bennington College, director of Commission on the Freedom of the Press, was the panel's most vocal critic. He said, among other things, that advertising is telling people what they should want all the time, using all kinds of pressures, incitements, warnings and advices. He termed much of what he read and heard on the radio "childish, inane, advertising tripe with grossly exaggerated claims."

Editor & Publisher, in a recent issue, carries a statement by Fred Rudge, principal of the New York advertising agency bearing his name. Mr. Rudge says "that up to now so-called institutional advertising has done little to offset the tendency toward a new form of government and a new system of economy." What is needed, he believes, is advertising which has as its major job increased understanding of American business by the American public. The present labor-management conflict, he says, cries aloud the criticism that advertising has failed in this fundamental task of education.

And On the Other Hand

How far can management go in using advertising to tell its side of a labor dispute?

The National Labor Relations Board has issued a complaint against General Motors charging that the automobile firm has used newspapers and radio "to disseminate on a nation-wide scale inaccurate, misleading and untrue statements concerning the proposals of the union." The proceedings of the hearings on this complaint will be followed with interest by public relations people. Is Government to censor advertising?

At the same time, according to a report in *Printer's Ink*, Congressman Ralph Gwinn (R., N. Y.) insists that what business needs is for more business men to tell their side of the story to the voters through advertising in press and radio. He says that our economic freedom is being lost because the industrial element doesn't fight half as intelligently and fearlessly as do the radicals. He admires and commends the current strike advertising of General Motors.

Labor Goes for FM

One of the latest moves by Labor in building its streamlined propaganda machine is to be seen in the more than 15 applications for FM radio licenses.

World In a Dilemma

Scanning a report of the proceedings of the 21st Annual Institute of World Affairs at Riverside, California, one reaches the conclusion that the world is indeed in a dilemma; that there is not sufficient time in which to conclude the social and economic developments necessary to prevent another war.

A noted professor of American history said that the atomic bomb has already made the UNO obsolete; that within our generation civilization as we now know it is likely to be destroyed. Another well known educator stated that totalitarian world government is necessary to prevent further use of the atomic bomb. Dr. Peter H. Odegard, president of Reed College, took a more optimistic view. He believes that world salvation depends upon how successfully America can maintain its freedoms of speech, press, religion and its democratic institutions. He called for men to have faith in our nation and the principles upon which it was built.

Not Optimistic Either

"Our earth is degenerate in these latter days; there are signs that the world is speedily coming to an end—bribery and corruption is common; children no longer obey their parents; every man wants to write a book and the end of the world evidently is approaching." *From an Assyrian tablet, Circa 2,800 B. C.*

"Childhood may do without a grand purpose, but manhood cannot."

J. G. Holland, *"Plain Talks: Work and Play"*

AGRICULTURE AND PUBLIC RELATIONS

By RAY B. WISER

President, California Farm Bureau Federation

THERE has been no period in world history where events have succeeded each other with such dramatic change or with such bewildering speed as they are doing at present. With the ending of the war, we are plunged into what we were told would be a period of reconversion from war to peace, from strife to cooperation, from destruction to construction. The course for that change has been charted. The blueprints have been drafted. The architects have worked out painstakingly and meticulously every specification—save one. But human nature cannot, like steel, be poured into a cast; it must be forged and tempered in other ways.

The crisis through which the world is passing places an ever increasing load of responsibility upon those of us who are working in public relations. Our work steadily assumes more importance as new problems arise and changes occur in every human category. More than ever we need to expand our work, recruit more followers, and develop more leaders—if the things most precious to us are to endure.

Too Few Real Leaders

Public relations leaders have a very important responsibility in educating laymen and molding public opinion. In fact, that is our greatest task. But we have far too few real leaders in the field to carry on this vital work.

All our public relations problems, without exception, have to do with relations between groups, individuals within groups, and groups and individuals, on the one hand, and the general public, on the other. One cannot over-emphasize the need for maximum understanding as the prerequisite for a

solution of all these problems. And maximum understanding can result only when education, enlightenment, trust, confidence and cooperation have been fused throughout the entire body politic.

Our Most Important Job

I cannot conceive anything more basically important, more realistic and practical, more worthwhile to our democracy, irrespective of what economic group we individually happen to represent, than to preserve and strengthen the foundations upon which our American democracy rests. I cannot conceive anything more important than to eliminate distrust, suspicion, antagonism and conflict, and the physical and human waste they produce, and to substitute in their place understanding, cooperation, growth and progress.

A few months ago, our mutual friend and co-worker, Raymond W. Miller, delivered a striking address before the Council. It will be remembered that he spoke of the *Keepers of the Corporate Conscience* and made a fervent plea to executives to impregnate the material flesh of their corporations with a humanitarian spirit. Failure to do this, he pointed out, will destroy our American system of free enterprise and lead only to Stateism, which none of us wants. The task of developing the corporation "soul," of guiding corporate actions by the "human touch," as he put it, was the responsibility of public relations counselors.

No individual lacks a soul or a conscience; he is born with both. And a corporation is nothing but a legalized group of individuals. A corporation, therefore, *en masse*, does have a soul and a conscience, as do all other groups and the individuals comprising them.

What is needed is the opportunity for all groups and all individuals to develop their souls and their consciences.

American agriculture, you may be certain, has a soul and a conscience. The men and women of our seven million farms have demonstrated this fact throughout the years. They more than attested this fact during the war period. And they can be expected to play a vital part in the postwar period.

Meaning of "Parity"

It was organized agriculture which coined the word "parity," and which put the word and its meaning into our economy. Parity means equality, in the broadest economic sense. And economic equality is the goal for which agriculture has been working all these years—economic equality not only for agriculture itself, but for all groups in terms of their contributions to the economic well-being of the Nation.

There are still many individuals who believe that farmers are greedy and unfair, that corporations are unethical and selfish, that labor is mindful only of its own welfare and entirely oblivious of the well-being of others. None of these things is necessarily true. Our public relations program should emphasize that these things are not true. We should demonstrate by our acts that nothing could be farther from the truth.

There is one thing we must keep in mind. As our civilization becomes more complex, as society becomes more highly industrialized, as the relations between the major economic groups become more strained, there will be an increasing need for more and better public relations talent. We have traveled a long way from those early founding days of our nation when a farmer could drive down to a village and swap his four sacks of wheat for a pair of boots. In those days, the farmer and the village cobbler were members of a community family. They knew each

other intimately. They visited each other, attended the same church, took part in the same community events. They were the community—they and their neighbors. But all this has changed, which is the price we pay for civilization. And during those changes sharp lines of demarcation have developed. Group has been set against group, class against class. Each group has failed to try to understand what the other group desired. Each group has concentrated only on its own objectives, blind to the effects on the welfare of other groups.

In a great sense, it is most unfortunate, though true, that epochal calamities are required to create within us that spirit of cooperation, tolerance and understanding which national unity demands. When we are faced with such a calamity, we immediately put aside our own pet theories; we subordinate our petty desires; we unite to work in the common cause. We program our objectives under a common denominator—victory over our common enemy. We translate our patriotism into a practical reality. Each group fits its work into the over-all pattern. There is little quarreling, squabbling, friction, or disunity. But once victory has been attained, all is different. We are prone to forget all the sacrifice which that victory has demanded. Is it not possible to maintain national unity, national economic balance, national good will and understanding among all groups in normal times? I think it is possible.

The Spotlight of Knowledge

To attain our objectives, we must engage in constructive public relations work, both with our "neighbors" and among ourselves. In using the word "neighbors," I merely apply the psychology used so adroitly by Mr. George B. Denny, Jr., in his *Town Meetings of the Air*. Though the spirit exhibited by his speakers may be most argumenta-

tive and acrid, and although his audiences enjoy those programs most which present the sharpest arguments, the purpose of it all is to bring out all the factual knowledge possible on the subject under consideration. Mr. Denny's meetings, then, are truly educational because they are informative. They make a contribution to the problem which is being discussed.

We contend that this is the realistic approach to all our issues. Any issue will fade out when the spotlight of knowledge is focused squarely upon it. The greatest weapon in our hands for the greatest amount of constructive good is education. Public relations programs built on a foundation of educational service will endure; the others are not worthy of support.

Effect on the Nation

In our own public relations work—that is, our Farm Bureau Movement—we evaluate every objective in terms of how it will affect the Nation as a whole as well as other economic groups. We proceed on the fundamental basis that no one group can profit at the expense of other groups. We have never lost sight of this axiomatic rule in human relationships. We seek economic parity, not the type of mechanical leveling which is applied to automobiles. We know that human beings are all different. We know that in every segment of economic society there are marked differences in talents and abilities, in desires and wants, in ambitions or lack of them. We also know that environment plays a big part in human development. We know that privation and exploitation can be materially reduced, although perhaps never entirely eliminated. We know that Man, under cer-

tain conditions, can do much for himself, can improve his conditions, can elevate himself and, by so doing, can contribute correspondingly to the improvement and elevation of the group of which he is a part, and to the Nation of which he is a citizen.

Two Objectives

We have adapted our public relations work in the Farm Bureau to two objectives: First, to gain nothing for ourselves which we would not be willing for others to have; and, second, to oppose any undue privileges for others which we believe would be unfair to us. It seems to me that no one can object to such a plan.

Speaking for American agriculture, we in the Farm Bureau Movement say that, if the causes of economic strife are removed, there can be no economic warfare, no class strife, no class antagonism. We are not painting a millenium, or a Thomas More's *Utopia*, or an Edward Bellamy's *Looking Backward*. We are talking about practical things. We are discussing the things that go to make up a composite America, an America which is great because all groups and all individuals have meshed their productive capacities into a single objective—the building of a Greater America for the benefit of all Americans.

Thus we can still retain our individuality, which has made us great, and at the same time we can participate in a program, founded on joint good will and cooperation for all, which will result in a still greater Nation. Under such a program, we all unite in building for all. The results must be fair and equitable to all groups and individuals.

"What is the first business of one who practices philosophy? To part with self-conceit. For it is impossible for any one to begin to learn what he thinks he already knows."—Epictetus Discourses.

ROOSEVELT, REFORM AND STATISTICS

By BEN S. TRYNN

Research Director, American Council on Public Relations

SIMULTANEOUSLY, there arrived on my desk the other day two reprints:

- (a) A pamphlet of articles on "Post War Markets," mailed by the Department of Commerce, which contained one on "Consumer Expenditures, 1929-42."
- (b) A reprint of a scientific article in a psychological journal on "The Interpretation of Behavior."

The first literature described the way Americans have spent their money since 1929, the fluctuations that occurred during the dip of the depression, and the revived trend emerging in the first year of war-boom spending.

The second literature dissected the manner in which the individual, surrounded by conflicts, often *said* one thing, *thought* another, and *behaved* often quite differently from either, word or conscious idea. It was the opinion of the psychologist that, in the end, the individual's basic drive was most accurately revealed by what he *did*. That was the final result—or triumph—of his conflicting motives, and expressed his strongest motive overshadowing all others. *Action* was the expression of his "subconscious idea."

What action could be more revealing, I thought, than the *spending* action. Was there not an old saying that "money talks"? And that "where the purse lies, there the heart lies"? Folk-sayings are the forerunners of modern social psychology. What was the story told of American public opinion during the 1930's by its spending trend?

According to the table on "Consumer Expenditures" published by the U. S. Department of Commerce, here was the story told:

Net gain in yearly consumption-expenditures 1929-1942 13%

Specific Gains in Expenditures

| | Per cent |
|--|----------|
| Slot machine gambling..... | 1033 |
| Pari-mutuel betting | 760 |
| Airline travel | 533 |
| Race track tickets (horse and dog)..... | 475 |
| Business and trade school courses..... | 440 |
| Trade union fees, dues..... | 430 |
| Stamp and coin collecting..... | 290 |
| Inter-city bus fares..... | 275 |
| Furniture upholstering, repairs..... | 175 |
| Professional football tickets..... | 166 |
| Photo developing..... | 161 |
| Beauty parlor service..... | 148 |
| Political organization funds..... | 111 |
| Restaurant meals | 105 |
| Tips | 105 |
| Accident and health insurance..... | 90 |
| Photo studios | 85 |
| Social welfare agency donations..... | 70 |
| Tools | 65 |
| Mutual accident, health insurance..... | 65 |
| Private nurses | 64 |
| Plant-restaurant meals | 62 |
| Book rentals | 60 |
| Billiards and bowling..... | 59 |
| Private hospitals | 58 |
| Professional associations, dues..... | 50 |
| Luncheon clubs | 50 |
| Hunting dogs and guides..... | 47 |
| Personal business services..... | 43 |
| Baths and masseurs | 41 |
| Elementary and secondary schools..... | 40 |
| Magazines, newspapers, sheet music..... | 37 |
| Tobacco products | 37 |
| Interest on personal debt..... | 33 |
| Electrical appliances (except radios)..... | 33 |
| School fraternities..... | 33 |
| Amusement parks | 31 |
| Drug preparations and sundries..... | 30 |
| Higher education | 27 |
| Wheel goods (sporting)..... | 26 |
| Stationery and supplies..... | 24 |
| Toilet articles | 23 |
| Pets and "vets"..... | 23 |
| Garment cleaning and dyeing..... | 22 |
| Furniture | 21 |
| Motion picture tickets..... | 21 |
| Toys and sport supplies..... | 21 |
| Moving and storing..... | 18 |
| Jewelry and watches..... | 17 |
| Museums and libraries..... | 16 |
| Dancing, skating, etc..... | 16 |
| Custom furniture, antiques..... | 16 |
| Physicians' fees..... | 15 |

Conforming to Trend

| | |
|-------------------------------|----|
| Shoes | 13 |
| Clothing and accessories..... | 13 |

Lagging Behind Trend Per cent

| | |
|-------------------------------------|----|
| Dentists' fees | 12 |
| Barber shop articles | 10 |
| Shoe repair and cleaning | 9 |
| City home rentals | 5 |
| Rooming in schools and clubs | 3 |
| Professional baseball tickets | 3 |

Net Declines Compared to 1929

| | |
|--|----|
| City homes, owner-occupied (rent values) | 2 |
| Books and maps | 6 |
| Religious bodies, contributions | 11 |
| Pianos | 13 |
| Fraternal, patriotic and women's organizations, dues | 18 |
| Second-hand clothing | 25 |
| Foundations: social service | 32 |
| Golf | 33 |
| Clubs: athletic and social | 50 |
| Foundations: educational and research | 50 |
| Drama and opera | 64 |
| Stock brokers and investment counsel | 90 |

The thoughtful reader will find here some food for digestion. Those who will ask: "Do not these statistics reflect the varying price trends, rather than the varying scale of values?", should keep this fact in mind—*prices reflect values*. The "consumer is king" and his desire will influence the price limits. Therefore, the consumption gains or declines (in dollars) which vary from the general trend (in dollars) may be accepted as an indication of the changes developed in popular wants, wishes, likes and dislikes. It may be taken as a thumb-rule formula.

Scanning the "Consumer Expenditure" table, it appears that:

- (a) *the desire for "self-advancement"* survived throughout the New Deal era—as indicated by the gains in trade and business school course expenditures. But a good deal of the desired "self-advancement" was desired the *easy way*—witness, the plunge into slot machine and race track gambling, and (one might add) the labor union expansion from a \$37½ million "take" in 1929 to one of nearly \$200 millions in 1942.
- (b) *the desire to take advantage of technological improvement* was ap-

parent—witness, the increase in air travel, the migration into out-of-town areas which increased inter-city bus travel.

- (c) *the mobility and unrest* of the American mass is seen in the increased expenditures for moving expenses and warehousing.
- (d) *the desire for security* is shown by the expanded spending for labor union dues, health, accident and other insurance; the continued trend toward house-renting in the cities, and the lag in home-owning. (To many Americans, home-owning often seemed less burdensome than home-renting.)
- (e) *the increasing influence of political power* in everyday affairs is revealed by the doubled expenditure for political organizations.
- (f) *the increasing instability of home-life* is indicated by the rising patronage of restaurants.
- (g) *The trend toward "big shot" display* (or a rising spirit of generosity, as you please) is seen in the doubled amount of tip-giving.

And so on, down the line. One may read the rising and declining trends among these dry statistical percentages, which—properly interpreted—speak volumes for the vivid living action which they reveal. In this particular case, it is plain—for one thing—that the New Deal did not stifle the "get-rich-quick" drives of an increasing number of the American people. That people should be coaxed to seek a "greater abundance" by wagering on race horses and greyhounds was a rather fortunate development for those seeking to steer the economic destiny of the nation during the prewar period. Disappointed gamblers, voting against the unreliable stockbrokers in 1932, could do less harm than those who might take it into their heads to vote against tricky race

(Please turn to page 40)

The Wisconsin War Fund Program

By LEONARD BLACKMER

Executive Secretary, Wisconsin War Fund

IT HAS often been said and proved erroneous of the new-old profession of public relations, as in days gone by it was said of certain forms of advertising, that it is impossible actually to trace concrete detailed results in terms of dollars and cents. In the field of institutional fund-raising or refunding, it has been definitely proved over the years that it is not only possible to trace such results but positively to state that little or no dollar results can possibly be forthcoming in the fund-raising field without a carefully planned and workable schedule of public relations.

In the fields of commerce or industry, especially as relates to sales of either service or commodity, there is not such an important example of the value of public relations as related to cash returns as in this field of institutional refunding. No college or hospital, no community chest, no charitable institution which projects a volunteer fund-raising campaign has any tangible thing for sale. To the prospective donors there is nothing tangible to exchange for their dollars. We refer so often to the organized technique as "a selling campaign," but this "selling campaign" for such institutional financing must be based solely on the ability of those projecting the effort to arouse in the minds of their "suspects" or "prospects" a sympathetic feeling for the institution involved.

Securing Volunteers

The donors give their hard-earned cash to satisfy an externally created desire to be helpful. For this reason the public relations involved becomes basic to the entire effort. Usually, after proper analysis and planning, the large problem in such an effort is to secure a

volunteer "sales" force. Remember that word *volunteer*. No fees, commissions or salaries are paid in exchange for the long hours of weary tramping from office to office and house to house. Perhaps the only compensating factor for their most valuable services in "ringing doorbells" is a couple of luncheons or a dinner.

What Is the Motive

What, then, can we say is the motive which prompts these volunteers to serve? In the event of a war fund it may be pure patriotism; in the event of a college it may be the alma mater spirit for the "good old school"; in a community chest it may be "for the good of our town." Whatever it is, it requires, first, that the volunteers' minds be properly attuned to the program of the institution to the end that they will respond in terms of active service. This can only be done by application of the principle of public relations.

The National War Fund is an illustration of this fact. This fund operated in all states, territories and island possessions of the United States. The total goal it achieved during the war was the staggering sum of \$335,000,000. Since all state operations were similar, and space does not permit telling the story of the entire coverage, a description of one state campaign will suffice to illuminate the whole.

The state in question had a population of 3,000,000 people. It was divided into slightly less than 75 counties. When the campaign was first started, the "National War Fund" was almost unknown. Over a year elapsed before people were able to interpret "National War Fund" in terms of a state operation. But during that year the state or-

ganization, operating under contractual agreement with the National War Fund, set forth on its program of public relations, to the end that the 3,000,000 persons in the state not only were informed on the agencies of the National War Fund, but were willing to make contributions to them.

Building the Organization

These are the steps that were taken: First, a few lay leaders met in conference and selected 250 key men and women in almost every line of endeavor and located in every county of the state. Letters of appointment were written, and upon acceptance an Advisory Board of 250 was formed. Then followed a board of directors composed of some 62 persons, again including leaders in various fields of activity. There were industrialists, farmers and college presidents; union leaders and leaders of federated women's, women's business, professional and service clubs; and veterans' organizations and retail and wholesale merchants. Because a directorate of 50 was a difficult group to get together in meetings, an executive committee of 15 was elected out of the 50 directors. To "spark plug" the entire state organization, an executive director was secured to act as campaign director.

A county chairman was secured in each county, and through the county chairman a county committee was set up to have charge of the campaign for funds in each county. Each county committee was broken again into township and school districts, until there was a campaign committee in every one of these school districts and in every one of the townships of the state. Names of all county residents were then allocated to each school district or township committee member as his or her list of prospective donors.

When the first campaign was over, more than 15,000 persons were enlisted

on the various committees as workers and solicitors for the National War Fund. Over 350 newspapers were enlisted in the campaign, including every daily and weekly published in the state. Twenty-seven radio stations gave of their services in the overall publicity campaign. House organs and periodicals published throughout the state joined in this big public relations program. But, despite all the publicity, it was necessary constantly to enlist additional volunteer workers to the township and school district soliciting committees in order that the 3,000,000 people of the state might be reached with the educational and promotional part of the program.

Successful Because People Were Informed

During this period the shortage of gasoline made meetings almost an impossibility, so that ways had to be found to spread the public relations program to the membership of the many committees. This was successfully worked out, and the second year of the War Fund found more than 25,000 volunteers enlisted in the cause. When the third year of the War Fund rolled around, it became necessary again to expand the organization. At the termination of the soliciting activity—which has since concluded in many of the counties—it was found that during the period more than 60,000 volunteers had done work of some kind for this great war emergency measure.

In this one state over \$2,500,000 was collected in 1943; more than \$2,700,000 was collected in 1944; and approximately \$2,500,000 will result from the collections through the 1945 campaign. Remember, this money was raised without the payment of fees or salaries or commissions; it was raised because, through good public relations, the people were informed of the necessity for these funds.

Getting Along With People

By REX F. HARLOW

President, American Council on Public Relations

NO ONE can hope to succeed in any field of human endeavor if he can not get along well with others. The persons with whom one works must like and be willing to cooperate with him or he is beaten before he starts. The affairs of the world are carried on co-operatively. Each of us must play his part in the whole scheme of things. Our efforts have to mesh with the efforts of others. It takes the oil of sound personal relations to lubricate the points of contact; otherwise, they become rough and wear thin.

Importance in Public Relations

In public relations, more than in most other activities, successful personal relations are important. An editor of a newspaper is to be seen, a disgruntled customer is to be interviewed, the management is to be kept on the right track, the head of a department is to be made to feel that his interests and judgment are being given fair consideration, and so on. The public relations worker must get along with all these persons. He has to build in them a desire to work with him. They must see in his person, speech and actions both the spirit and form of the ideals and practices of the institution he represents. They must have confidence in his honesty, integrity and judgment. If he seriously "misses fire" anywhere along the line, he is hampered in his work and his effectiveness is reduced.

It is commonly said that public relations begins at home. For a business this means that what the public thinks of it is measured largely in terms of what its employees think of it; how well or poorly it treats them. For the public relations worker it means that

his success begins when he masters the technique of winning and holding personal friends. And this involves everything about him—how he dresses, parts his hair, conducts himself in his office, speaks over the telephone, writes letters, and participates in the life of his community. It involves the whole of his personality. He can not escape this responsibility, and he should not overlook the opportunity it offers.

How often do we hear it said that one man's personal relations are good and another man's bad? What do we mean when we say this? Why are the first man's relations acceptable and those of the second man unacceptable? What makes personal relations what they are? Can one do anything to improve his personal relations? If so, why, what and how?

The rules and procedures which control human relationships can be studied and mastered almost as effectively as the rules and procedures for grinding a valve, building a house or any other activity in the physical realm. There is a reason why we "behave like human beings." And he who would understand and make the most of his personal relations will do well to become the careful student of the why and the how of his relationships.

Heredity and Environment

Personal relations are affected by two major influences: heredity and environment. One's personality is measurable primarily in psychological and social terms. There would be no self were it not for society. And there would be no personal relations without persons with whom to be related.

No attempt need be made here to

estimate the relative importance of heredity and environment. Let it suffice that we recognize the important part the two play in personal relations. Both are ever-present in situations involving the relations of people. One of these factors may exercise a greater influence in one situation, with the reverse being true in another situation.

Factors to Consider

For practical purposes, we can pass over a number of the important and significant deeper factors in heredity. These can be left for the specialist in physiology and allied physical sciences. Our interest here is in those factors which contribute most in the everyday personal relationships of the public relations worker. Of course, we need to keep in mind such important drives as hunger, sex, anger, fear, love and others, which represent basic needs and emotions.

It is a scientific fact that no two persons are alike. Taking this as a starting point, the worker in public relations will do well to check his personal relations for the natural error of assuming that what he thinks, how he feels, and his solution to a problem are a safe guide in dealing with other persons. It is true, as pointed out by Mead, that we call out in other persons something of what we call out in ourselves. We are unconsciously putting ourselves in the place of others and acting as others act. And we are more or less unconsciously seeing ourselves as others see us. Nevertheless we have to be constantly on guard against assuming that our personal relations should be a dependable regulator of our relations with others.

The effort of the public relations worker is to interpret, educate, lead, and at the same time please other people in his relations with them. He has to be friendly and constructive in his purposes in order to elicit a comparable friendliness and good will from those

he contacts. He can not forget for a moment that one of the compelling laws of sound public relations is that both parties involved in a personal relationship shall benefit from that relationship.

It is at that point that heredity often plays a dominant, and always an important, part. After all, each of us brings to every situation the composite of our inheritances and experiences. Our manners, attitudes and modes of expression are largely colored by hereditary influences. Certainly this is true of such physical characteristics as body conformity, voice, gestures, and other factors which provide the physical bases for our personalities. These characteristics can not be divorced entirely from environmental influences, to be sure; however, they fall more in the hereditary than the environmental category.

Can Be Harnessed

The public relations worker who is a careful student of his personal relations will try to understand as clearly as possible how large or small a part of his personal reactions to life are colored by hereditary influences. He may not be able to change very much the firm grip these influences have upon him. But he can harness them in such fashion as to make his personal relations steadily more acceptable to those about him.

Some hereditary influences contribute to certain attitudes which frequently adversely affect personal relationships. They create reactions which run counter to the customs and habits of other people. They stand in the way of building friendships and creating good will. For instance, the person with a hyper-sensitive sense of hearing could find the din of a party so distasteful as to be almost painful. For the workers in public relations, this would be nothing short of an affliction. Awareness of the difficulty and its serious implications

would enable him to deal with it effectively by arranging his activities so that a minimum of attending parties and participating in convivial activities would be required.

As the Twig is Bent . . .

The influences of one's early childhood and home experiences play a large part in one's later personal relations. The home may be said to include both heredity and environment; it is one place where the two influences fuse. "As the twig is bent, so shall the tree grow." More than we realize do the speech and acts of most of us reflect early home influences. Certainly our personal relationships are heavily colored by them. Here again the public relations worker has to watch himself. He needs to strive constantly to check the effects of these home influences upon his behavior. Is he "different" from those whom he meets? Does he tend to measure others too much in terms of the attributes of members of his own family? As a "mama's boy" does he expect more for himself than others are willing to give him or than he deserves? Is he inclined to want to run affairs, and to see the business he represents run, as his father or mother conducted their home? If he has phobias, it will pay him to search the past for their causes, which frequently are traceable to early home influences.

Strictly environmental factors deserve equally careful attention in studying and analyzing personal relations. None of us operates in a vacuum. All are subject to the influences of people. Our hopes and needs and efforts are indissolubly bound up in the lives of other people whose paths we cross. What we think and do affects us almost as much as it does them. In a sense, they are a part of us and we are a part of them. There would be no self without society. The one who thinks he stands alone and is lord of all he surveys is

either ignorant or a fool. All he has and is, all he is allowed to do, is dependent upon the sufferance of other people.

The truth of the above statements needs to be driven deeply into the consciousness of the public relations worker. It breeds in him the humility and desire to please; which are so necessary in successful public relations work. One of the surest roads to disaster which he can travel is to develop a superiority complex. This is equally true for a Hitler who is carrying on public relations for his nation and a John Smith who is directing public relations for his company. Society has a way of trimming a man down to his true size; frequently it destroys him in the process.

Public relations is an activity upon which the spotlight of public scrutiny is constantly turned. The public relations worker, be he ever so modest and retiring, inevitably shares a part of this spotlight. He has to bear in mind at all times that his thoughts and actions are being tested and weighed at every turn. The management for which he works, his associates, and the various publics which he contacts have their guns trained on him all hours of the day and night. He is a voice of the enterprise which employs him. He is a guide to its management. He is an interpreter to its publics. He must answer fully and effectively to all these masters. If he fails a single one, he is likely to face trouble.

A Constant Pressure

It is in such ways as these and many others that his environment bears upon him constantly. Never is he allowed to forget its pressure. Nor should he forget it. Upon it he must rely for opportunity, satisfaction and many other benefits he prizes highly. "The dear people" are really dear to him. They are the ones who make or break the institution which pays for his services. They are ever his concern. Their wishes,

within limits, must be his law; their attitudes, his guide to action. Even as much as his own self, they demand of him his best powers of scientific observation and appraisal. To them and their foibles he must pay the closest attention, if he would help his company, and himself maintain amiable and profitable relations with them.

You Make Your Bed and Lie In It

Does the public relations worker have an attractive office and good equipment? That depends on the attitude of his management and his associates. If his personal relations with the executive office, general office and shop are what they should be, the answer is yes. If the contrary is true, the answer is no. Even previously established company policies and customs can not stand against the powerful influence of effective personal relations. When the public relations worker respects himself and his work, he develops through all his personal relationships a corresponding acceptance of him and his work. If the fellows in the shop call him "Bill," you may be assured that he has earned this proof of their friendly esteem. If his associates speak of him with approval, and invite him to go to lunch with them or attend their social gatherings, you can put it in your book that he has been weighed in the balance and not found wanting. If the officials of his company express respect and appreciation for him, it indicates that he has developed among them "prestige for acceptance." In other words, the public relations man makes his bed and lies in it.

Errand Boy or "Trouble-shooter"

However, lack of true understanding of public relations causes many officials to ask public relations workers to do things which they should not be asked to do. Such officials confuse the limited

concept of publicity with the broad concept of public relations. They look upon the public relations worker as an errand-boy or "trouble-shooter." They think public relations should have no official status which would dignify or elevate it. This constitutes for the public relations man a double task. He has to carry on his work with effectiveness, and at the same time educate his officials on the real function of public relations. In this tight spot how he handles his personal relations is of utmost importance.

Winning and holding the public's good will and esteem are sometimes a horse of a different color. The public relations worker can easily become a man-about-town. His name and person can become familiar to large numbers of people in his community. He can acquire the reputation of being a good fellow. He can be dubbed a jovial host and generous entertainer. These things of themselves can be good and desirable. But if he over-exploits himself, his value to the company he represents can be reduced accordingly. It is easy for the worker who is personally ambitious to expand under the warmth of community friendliness. Yet he should not forget that he occupies his preferred position probably more because of the company he represents than by reason of his own superior qualities of mind and body. While representing his company he is courted and flattered by many who receive benefits from it. He is received with great respect and appreciation by representatives of other substantial institutions in the community. And he is looked upon by customers of his business as its worthy representative. But let him leave his company and represent only himself. Then he realizes how little his popularity of yesterday was due to his own charm. The public relations man with proper humility avoids the error of allowing his ego to become too inflated.

Public Relations Man Must Be Adjustable

Hereditary factors are supposed to remain unchanged throughout life. Not so the environmental factors. About the only constant thing about environment is change. Hence provision for change must loom large in the personal relations of the public relations worker. He must be adjustable. Many a public relations man of high ideals and serious purpose is broken on the rock of change. He simply cannot adjust himself quickly or easily enough to avoid destruction. He sets his heart on a goal. He builds up a plan to achieve it. And he goes to work with all power and enthusiasm to carry out his plan. Then presto! The unexpected happens: an important new factor is thrust into the picture. The original goal is eliminated; a new course is demanded, and instantly. But the readjustment called for is too painful; he fails to negotiate the turn and crashes. This happens over and over again in the lives of good men.

Cheerfulness and optimism are trump cards in the hand of any public relations worker. He of all people should make those around him feel confidence in the company he represents. Not that he should be a Pollyanna; God forbid such a thing! But if he reflects an attitude of restrained enthusiasm, it will do much to strengthen his hand. The grouch has no place in a business, and last of all in public relations. Possibly the public relations man's task in interpreting his company is to build confidence, and few influences are more potent in this connection than enthusiasm.

He Needs to be Diplomatic

This does not mean that the public relations man should either avoid or dilute the truth. If he sees something in the affairs of his company which he thinks is bad, he should be man enough to say so. However, how he reports to

management on the matter is very important. This is one place where he had better have his personal relations "on straight." If he appears as an arrogant critic, let him beware. If he presents his criticisms in a destructive manner, he may expect opposition. His tack should be to discuss the situation fully, point out both the good and bad factors involved. Unless he shows something constructive to take the place of that which he disapproves, he is overlooking one of the first laws in successful personal relations. The bearer of evil tidings is seldom welcome. But the careful and diplomatic reporter usually is.

Develop an Objective Attitude

The public relations worker will need to take into account that neither he nor the situation in which he operates is perfect. He will be faced with many factors which he will disapprove. He will be called upon to perform acts and undertake activities which may not seem to him altogether desirable. The policies of his company may arouse his misgivings. His superiors may at times seem lacking in allegiance to sound principles and high ideals. He may think that selfishness and avarice play too large a part in their decisions and plans. His own behavior in the face of such a situation will have to be determined by his system of values. Life is a series of compromises. No single individual, or group of individuals, has complete control over anything. Companies, and the officials who operate them, are considered good if they maintain their operations high enough on the commonly accepted scale of values to be rated average or above. The public relations man will probably find that he will have to adjust his own personal relationships accordingly.

The public relations worker has to get along with those to whom he is responsible and those who are responsible to him. He can well afford to take to

heart the admonition of Confucius, who said: "What a man dislikes in his superiors, let him not display in his own dealings with his inferiors; what he dislikes in his inferiors, let him not display in his service to his superiors." Honesty, tact and generosity are necessary and valuable ingredients in public relations. Naturally the public relations worker will want to study himself and his associates to learn how best to deport himself. This will help to develop in him a more objective attitude.

The right care given to personal relations tends to create in one a feeling of loyalty for those with whom he associates. The public relations worker should remember what Dr. Ray Lyman Wilbur told every class of freshmen who entered Stanford University while he was president. "You had a hard time getting into Stanford," he would say. "We checked you carefully and tried to make sure that you are the kind of young men and women we want to have. But now that you are accepted, you and Stanford are partners for life. Everywhere you go after this you will be known as Stanford men and women. Neither you nor we can do anything to change that. And so, since we are both hooked, we had better like and get along well with each other. The success of both of us depends upon our loyalty for each other."

Encourage Leadership

The development of leadership among members of his staff should receive the attention of the public relations worker. He should make it a point to "bring along" those under him as rapidly as possible. President James F. Lincoln, of the Lincoln Electric Company, says that a weak leader is afraid to develop those under him for fear that they will surpass him. A strong leader knows that as he properly develops his associates he will be even stronger. This means, comments R. H.

Grant, that when you hire people who are smarter than you are, you prove you are smarter than they are.

Not a "One-Man Show"

The personal relations of the public relations worker will be made safer if he does not try to do everything himself. Many break down for the reason that they think that they have either to do every little thing in their departments themselves or give painstaking supervision to what is done by others. It was Edward B. Butler who said that he cared very little for the executive who boasts that he does three men's work: figuratively the executive should be finding work for three hundred men. On the other hand, the public relations executive can not afford to become too satisfied and let down in his job. For, as Charles F. Kettering warns, "Just the minute you get satisfied with what you have got, the concrete has begun to harden in your head."

Einstein has a formula for success which the public relations worker should engrave on his memory and use regularly to improve his personal relations. The formula is: $x + y + z = \text{success}$. X equals hard work; Y equals play; Z equals the ability to keep your mouth shut. A sympathetic listener is popular with everybody—if he can keep his mouth shut.

Donald A. Laird, in his book *The Technique of Handling People* has many interesting things to say which bear upon personal relations. He gives eleven rules for leadership: 1) ask questions; 2) be brief; 3) have a confident bearing; 4) be direct; 5) be earnest; 6) be friendly; 7) cultivate good-finding; 8) harness criticism; 9) increase others' self-esteem; 10) use jingle praise; 11) know your people.

A careful study of these rules and their proper application will pay dividends to any public relations worker. For instance, consider Doctor Laird's

admonition to be brief. If one is brief in what he has to say he will have time to listen to what others have to say. Also he is less likely to argue. Arguing seldom results in anything but trouble or loss for the one who engages in it.

How to Lose Friends

An episode reported to have occurred in the life of Benjamin Franklin is a case in point. It is said that the author of *Poor Richard's Almanac* had as a guest in his home one evening a friend of long standing. The two engaged in a warm argument. First the guest and then Franklin made a telling point. It was touch and go for some time. Finally the superior wit and strategy of Franklin won. He produced an argument so devastating that it completely routed his opponent.

Whereupon the guest rose and asked for his hat, coat and cane. Franklin produced these articles and the guest marched to the door. Opening it, he paused with his hand on the knob and looked Franklin square in the eye. "Benjamin," quoth he, "thee hast won an argument tonight but lost a friend." With a slam of the door he was gone.

Franklin seated himself before his fireplace and pondered the words of his friend. They sounded in his ears: "Benjamin, thee hast won an argument tonight but lost a friend." The more he pondered the more he realized what a fool he had been. And so, that night he made a pledge to himself that he kept all the rest of his life: never again would he be guilty of such a mistake.

The Lesson Learned

In the years that followed the name of Benjamin Franklin became linked with the finest traditions of diplomacy. He served his country with distinction on diplomatic missions that took him to leading countries on the European Continent. It became one of his regular customs, when talking with persons who expressed opinions different from his, to say, "You make an excellent point there, but have you thought of this . . ." and from there proceed to make his own points and support his own position. He was careful to see that what he said and *the way he said it* caused those with whom he talked not to lose, but rather to increase, their self-esteem.

PUBLIC RELATIONS AT THE LOCAL LEVEL

(Continued from page 7)

the gospel of the profit and loss system at the local level, I think we must first consider a very simple theory. This theory is that, if all business, from the smallest to the largest, could achieve high favor in its own home communities, there would be no need to go further because all the publics that affect the welfare of business in general would be won over by individual businesses in little community groups. The sum total of all these individual impacts would add up to general approval of business as a whole by the people as a whole.

The difficulty is in getting all busi-

ness to do these things. Many companies have been enlightened enough to take forward-looking steps in building good community relationships on their own initiative. Many businesses have taken steps toward improving the lot of the workers. Frequently they have not done a good public relations job by securing proper credit for this. But there has been little or no effective pressure put upon individual businesses to improve their community relations by suggestions to them from people who are obviously their own kind and whose motive has no particular political background.

WHOSE RESPONSIBILITY?

By DORCAS CAMPBELL

Assistant Secretary, East River Savings Bank, N. Y.

THE CHALLENGE of informing curious laymen on public relations, of training neophytes in the business, of truly interpreting the craft to the world at large seldom provokes even a gleam in the eyes of those who personally benefit most from it.

Public relations counselors and spokesmen skilled in promotion in general, talented in selling programs of interpretation to industry and the government seemingly fail to apply the same talent and techniques to the stimulation of a greater and better interpretation of public relations. Not only have they failed in doing this, but seldom have they fostered an interest in courses initiated by educational institutions eager to provide training in public relations policies and techniques.

The history of modern public relations is short, and today, when it is coming of age, its leaders are often men who have come up the hard way, in the school of experience. Some of them have a broad vision of their profession, and some keep their noses to the grindstone; but few are the offers of constructive contributions to the profession that come from any of them. They do not intentionally belittle public relations, but neither do they vitalize it.

There are other practitioners who toss off glib phrases about public relations without discerning that it cannot be reduced to a norm. It cannot be cast into a stereotyped pattern, it is not easily digested if contracted into a mere slogan, nor is its support wholehearted if expressed in paltry lip service. It is a way of life and as variable as the parent body it supports. But many practitioners haven't reached the stage

of seeing that. When they settle for the apt phrase they cheat themselves, and other practitioners, and encourage the lay public to think superficially on the subject.

The process of training a new generation—of laymen and practitioners—to the potentialities of public relations and its capacity to serve the community is naturally slow. There is evidence, however, that the next generation could have a broader view of public relations. And, there is evidence that an increasing number of people want courses on public relations. The question is whose problem is this.

So far as I have been able to discover, few colleges now give courses in public relations, and even fewer public relations counselors foster these formal courses. The colleges sponsoring courses usually do so under the auspices or guidance of departments of social science, commerce, education, government and marketing, to mention a few. The courses are as varied in title as in content. The universities merit credit for their attempts to initiate group thinking and training on a subject which is usually a mystery to the layman. But, so far as I have been able to learn, universities enjoy but a limited encouragement from those who are currently dominating the public relations field. Why is this?

There are, of course, men and women who still denounce schools of journalism and commerce courses in advertising. There are successful men and women in both professions who are still convinced that innate ability, hard work and a "break" are better foundations for success in the field than hours spent in studying the history of journalism or

advertising (who say knowing Peter Zenger's name or "Marse" Watterson's policies is sheer folderol). They hold that blundering into a lawsuit is a better instruction than buckling down to a course on law of the press, that the day's beat, and the deadline, will stimulate good copy faster than a semester of assignments from an ivory-towered campus.

Shortsighted

Those men and women but confuse themselves and becloud their own accomplishments. Blind to positive virtues in applied training, they also fail to see some of the negative values. They even forget that the schools weed out a great number of misfits before they enter a field for which they are patently unsuited.

The critics of journalism are paralleled today by critics of public relations. These latter too have learned their lessons through the old-fashioned, arduous, trial-and-error method, and they are blind to the short-cuts to be gained by preparation and concentration on the subject.

Other public relations technicians have been so occupied with their own efforts that they have not considered the problem. A straw in the wind indicates, however, that alert counselors have at least been aroused to an intellectual curiosity on the subject. They are asking where courses are being given, what a course tends to cover in theory, what practical guidance is given students, and who is attracted to such courses. The doubting Thomases ask whether or not public relations is teachable.

One swallow does not make a summer, but my experience as an instructor in public relations may be helpful to schools or groups, or counselors studying the potentialities of developing courses in public relations.

The course on public relations in the

Department of Marketing, School of Commerce, at New York University, may be viewed as an experimental laboratory in training the coming generation in an improved concept of public relations. Whether these students ever engage in public relations activities themselves or are privileged to direct others who administer such activities, at least they will go into a variety of professions and jobs with a clearer understanding of the subject. Those who enter the profession will do so with a knowledge of its scope, the requisite background, and a liberal view of the current picture.

Last year, at the opening session of the semester, forty students were asked to write their home-spun definitions of public relations. These students, ranging from college sophomores to special adult enrollees, included men and women who were employed in public relations firms in minor capacities, others who were working for "scholastic credits" with a particular interest in Marketing Department courses, or they were adults who turned to night school for a bird's-eye view of a potential field of employment. One man, an engineering graduate took the course mainly because he knew a number of public relations men and wondered "how they got that way."

Absurd, Ludicrous

The naive definitions of public relations offered on the first night were as absurd as they were ludicrous. Not one was the ideal definition, if there is such a thing. But, though the students were ineffectual in their efforts, the definitions paralleled those I hear constantly from the lay public, flocks of newspaper men, editors and advertising specialists.

I had often wondered how to give these people a better understanding of public relations and it was encouraging to discover that time, patience, directed

reading and discussion can change the erroneous and superficial thinking of a group of people who have more than average intelligence, and who should know better.

On the final examination for the semester the students were asked to comment "if they had a new conception of public relations."

New Understanding

The following pertinent comments, typical of those of the entire class, indicate very clearly what can, and what I believe should, be done in the way of creating a more objective and accurate point of view on public relations.

"... Before I came to class I thought of public relations as publicity and press agency and that's all. I thought of it as a one-sided thing with 'Big Business' at its head. Now I see in it a definite social force which can be developed to great heights of usefulness."

"... Public relations was just another ambiguity to me. The discovery of its scope has been most interesting and enlightening. I should think its force for management would be boundless, depending upon the imagination and sense of social responsibility of such management."

"... I have an entirely new conception of the subject. I never realized the magnitude of public relations or its broad horizon, nor its importance to the future of industry, labor and to the future of our government in domestic and in international affairs. Here is a profession in its infancy, a profession that the average layman is ignorant of and yet a profession which can do untold good for the future of humanity."

When public relations is properly interpreted to the layman, be he a student or the man on the street, he becomes its

advocate. When even the skeptic in the profession adopts an objective point of view he sees potentialities for good far beyond his former expectations.

The mystery and misinformation about public relations need to be broken down by those who understand it best. As interpreters for others, public relations technicians stand in high places; they should be offering profound counsel on *how they and their work can be understood.* *New stem*

The Public Must Be Told

"The Public Mind is confused. The weight of words and the trend of world events are forcing changes here in America. But industry wants no change predicated on the ideologies of economic double-talkers. However, the words of industry will have to flow much more *freely, frankly and fearlessly* than they have in the past if they are to outweigh the words of those who are advocating a *new order*."

The foregoing is excerpted from a booklet titled *The Public Must Be Told*. It is published by *The Dayton-Journal Herald*, Dayton, Ohio, to focus the attention of industrialists and their public relations advisors on the need for soundly conceived public relations advertising to inform employees and the general public of "what it takes to make smoke-stacks puff . . . what it takes to make good jobs."

American industry has spent millions of dollars to create public acceptance of its products. It is now essential that industry attack with equal vigor and skill the problem of creating better public understanding of its problems, its policies, its aims, and its plans for the people and workers of the communities of America.

"Whoever can change public opinion can change the government just that much."

—LINCOLN

A.P.R. Tool: Publicity

(Continued from page 19)

How many times have you been asked the question: "What is the difference between public relations and publicity?"

After I get through with my explanation of the differences it always reminds me of the time when Michaelson, the scientist, jokingly told me the difference between a scientist and an engineer.

"The difference between a scientist and an engineer is that the scientist tells why and how the invention works, after the inventor has invented it," he chuckled.

Sometimes, I wonder if publicity doesn't do a heavy share of some of our public relations jobs, and receive mighty slim credit for it.

Why is it that so many public relations men and women seem to regard publicity as the uncouth, uncontrollable black sheep of the public relations family, one with whom it is best to have as little truck as possible? Others regard publicity as the noisy skeleton in the public relations closet.

Frequently, let us remember, publicity is the public relations tool used when all others fail.

—and Statistics

(Continued from page 27)

horses and greyhounds and slot machines that robbed them of their savings in the 1930's.

Since V-J Day, the trend of consumer-expenditures has been changing once again. The stockbrokers are coming back—this time with strings attached to them. If we face another setback, it may be (as in 1901) a "rich man's panic," because the little fellows are kept out of the stockmarket by 100 per cent margin requirements.

To observant public relations men, these drifting trends of consumer-habits portray a very eloquent drama, always in the making.

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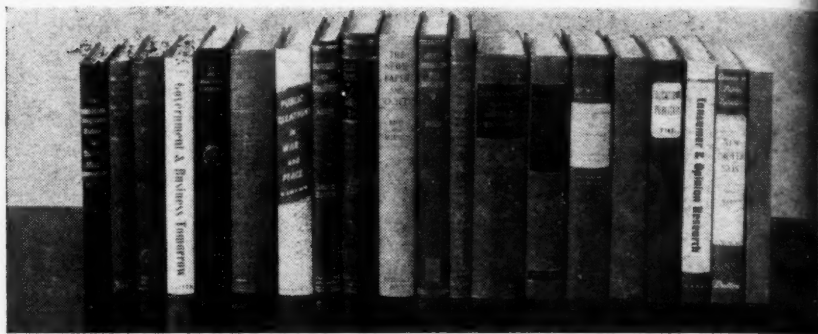
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